



**Commander
U. S. Naval Forces, Japan**

Regional Facility Management System



Regional Engineer Component Design

RFMS Strategic Planning Session

17 January 2002

This briefing provides an overview of the RFMS vision. This document (slides with notes) serves as a common communication tool and reference point to discuss and understand the CNFJ Region initiative.

Regional Engineer Component Implementation Team Charter

- **Objective:** Design and implement a robust, integrated regional facility management and leadership entity that can effectively meet all assigned RE roles and responsibilities.
- Team Leader: CAPT Don Orndoff
- Team Members: CAPT Rick Roth and Mr. Ken Blackett
- Target Report Date to RAB: 19 DEC 01

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Commander, U. S. Naval Forces, Japan approved the Regional Facility Management System (RFMS) concept for implementation on 12 November 2001.

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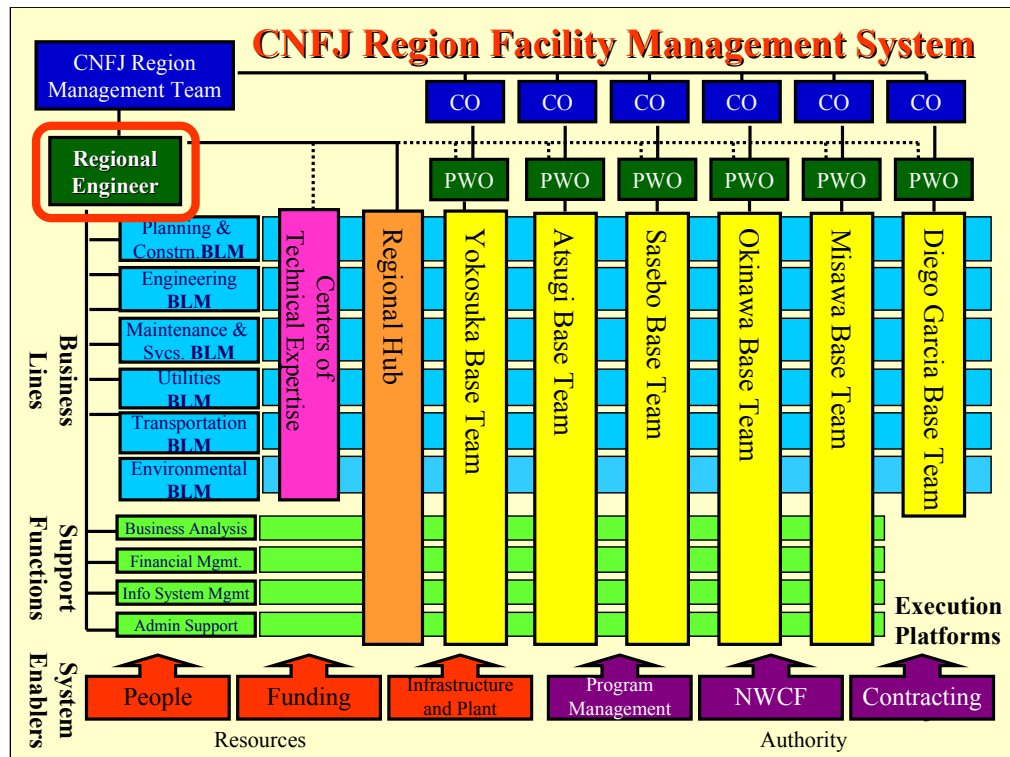
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We can better position ourselves for future resource challenges. We will be better prepared to address possible reductions in host nation support and Navy operations and maintenance funding. Recent history has shown that external resource decisions can have a dramatic impact on our facility management program.

Change is better when done now on our terms, rather than dictated by others. Progressive organizations always look to reinvent themselves to embrace new technologies and innovative business practices.

The RFMS model better aligns the CNFJ Region with the typical Navy and CINCPACFLT regional approach to facility management. We need to keep pace with where the rest of the Navy is going.

This action is consistent with our stated “main thing,” to deliver world-class support to our Forward Deployed Naval Forces. In the words of progressive business leader Max DePree, “We cannot become what we need to be by remaining what we are.”



The RFMS is shown graphically in this matrix organization chart. This chart is used throughout the briefing as a reference tool while defining system components.

The RFMS matrix organization chart has business line management on the major horizontal axis with execution platforms across the vertical axis.

The Regional Engineer is the common, overall managing element.

Support functions also support the system across execution platforms.

System enablers are resources and authorities that allow the RFMS to operate.

Each component of the RFMS will be further defined in following slides.

Regional Engineer

Roles and Responsibilities

1. Lead the RFMS System
2. Part of Region BOS Management Team
3. Perform Regional Program Manager Duties
4. Lead NWCF Operations
5. Lead Region Contracting Operations
6. Regional Planner
7. Link to CPF N46 Staff
8. Link to USFJ J4 Staff
9. CEC and SEABEE Community Management

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The Regional Engineer component is the overall leading and managing element of the RFMS.

The major roles and responsibilities are listed. Responsibilities are diverse and support a wide range of customers and stake holders.

The Regional Engineer component combines the Regional Engineer position, the facilities related positions of the CNFJ N4 staff, and the regional management positions of PWC Yokosuka.

The Regional Engineer component includes three senior positions: Regional Engineer, Deputy Regional Engineer, and RFMS Business Manager.

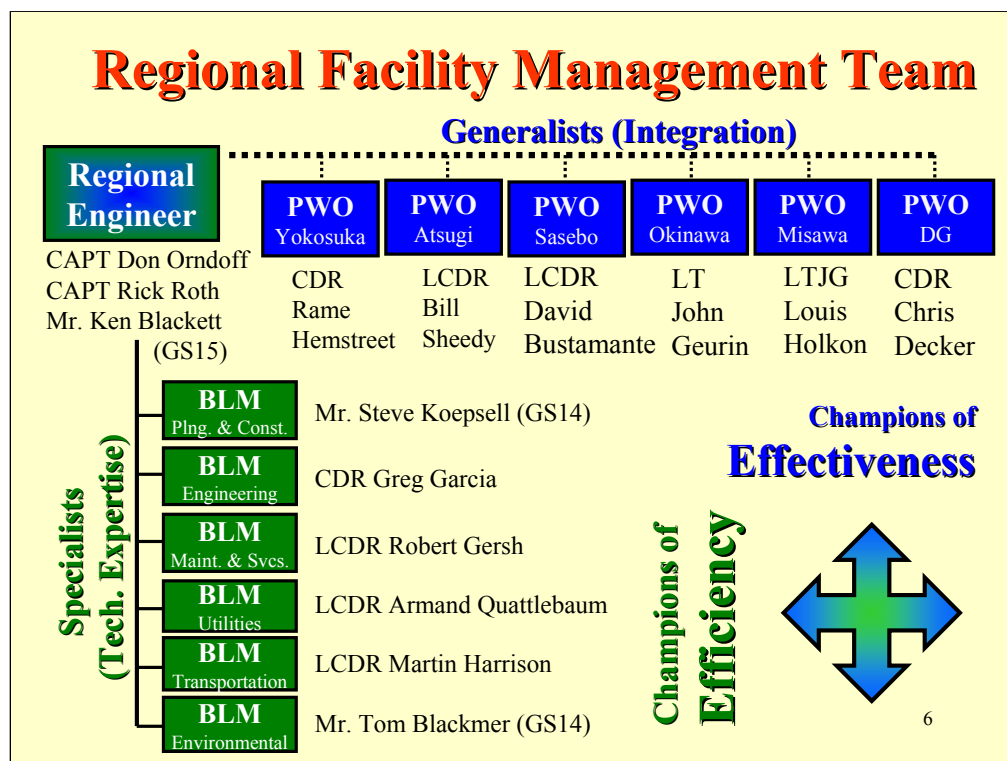
The Regional Engineer performs the Regional Program Manager (RPM) duties for the CNFJ Region BOS management system, as outlined in the Desk Guide for CNFJ Region BOS Operations.



RE Roles and Responsibilities

1. Lead the RFMS System

- **Maximize Both** System Effectiveness and Efficiency
- **Energize** and Move System Towards Our Strategic Vision
- **Own** Accountability and Responsibility for Total System Performance
- **Integrate** and Maximize Engagement of All Internal Facility Management Capabilities
- **Network** with External Region Facility Engineering Expertise and Capabilities



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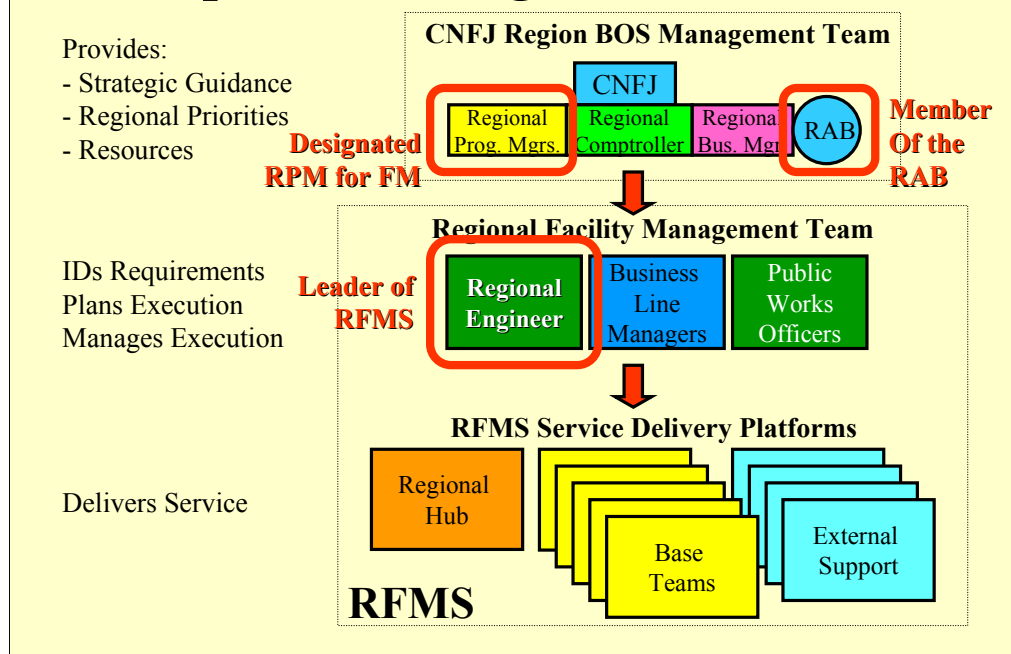
RE Roles and Responsibilities

2. Part of Region BOS Mgmt.

- Fully Integrated Member of CNFJ Staff (N01RE)
- Designated Regional Program Manager* for Facility Management
- Member* of Regional Advisory Board, Regional Strategic Planning Board, and Regional Resource Management Board

* Per “Desk Guide for CNFJ Region Operations”

Component of Regional BOS Model



This chart shows how the CNFJ Region BOS Management Team links to the Regional Facility Management Team, which links to the RFMS Service Delivery Platforms.

The chart also shows major responsibilities of each tier of the organization.

Each of the RFMS components will be described in greater detail later in this briefing.

Integrated Member of CNFJ Staff

- Continue Full Time Regional Staff Role
 - With Greater Depth
- Direct Reporter to Chief of Staff (N01)
 - Code N01RE
- Coordinate with Other “N” Codes
- Attend All CNFJ Staff Meetings
- CNFJ “By Direction” Authority for FM Business
- Email Addresses in CNFJ LAN Directory

RE Staff Physical Location

- Co-locate RE/PWC/OICC Leadership Team and Staff in Building F-60 on Yokosuka Base
 - Relocated People (New Position):
 - CAPT Rick Roth (Deputy RE/RFMS Ops Officer and PWC XO)
 - LCDR Robert Gersh (BLM for Maintenance and Services)
 - Mr. Roy Iwane (Member of Planning and Const. BL)
 - Mr. Randy Torigoe (Member of Planning and Const. BL)
 - Mr. Dean Sakamoto (Member of Planning and Const. BL)
 - Mr. Ray McMillon (Member of Planning and Const. BL)
 - Mr. Hiro Kuramoto (Member of Planning and Const. BL)
 - Reinvested and Eliminated Positions:
 - N43 (GS-12) Eliminated for Program Reinvestment
 - N4A (GS-7) Transfers to Community Support Program
- All Positions Remain on CNFJ Region Staff and UIC
- Frees Up Needed Office Space in CNFJ HQ Building
 - Environmental BL and Community Support Program Personnel Remain in Place

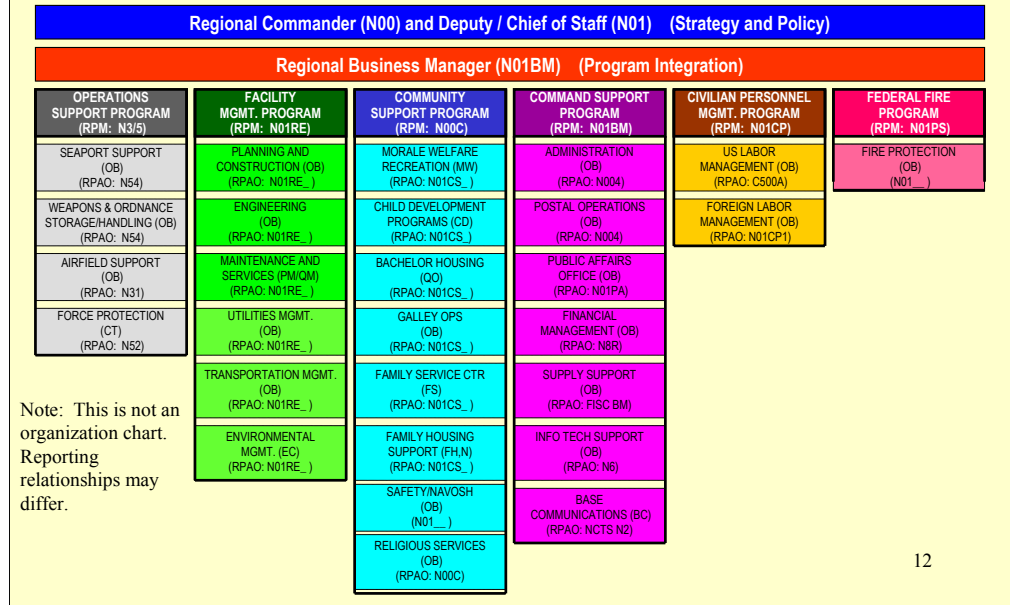


RE Roles and Responsibilities

3. Perform RPM Duties

- Program Technical Expert
- Program Knowledge Information and Data Manager
- Program Planner and Resource Manager
 - Budget Development and Resource Allocation
 - Cost Monitoring and Cost Control
 - Intra-program Reprogramming
- Program Metrics Maintenance and Assessment
- Link with CPF Program Managers
- Member of Regional BOS Management Boards

Proposed Change to CNFJ BOS Management Structure



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Implementation of RFMS includes minor adjustments to the CNFJ Region BOS management structure.

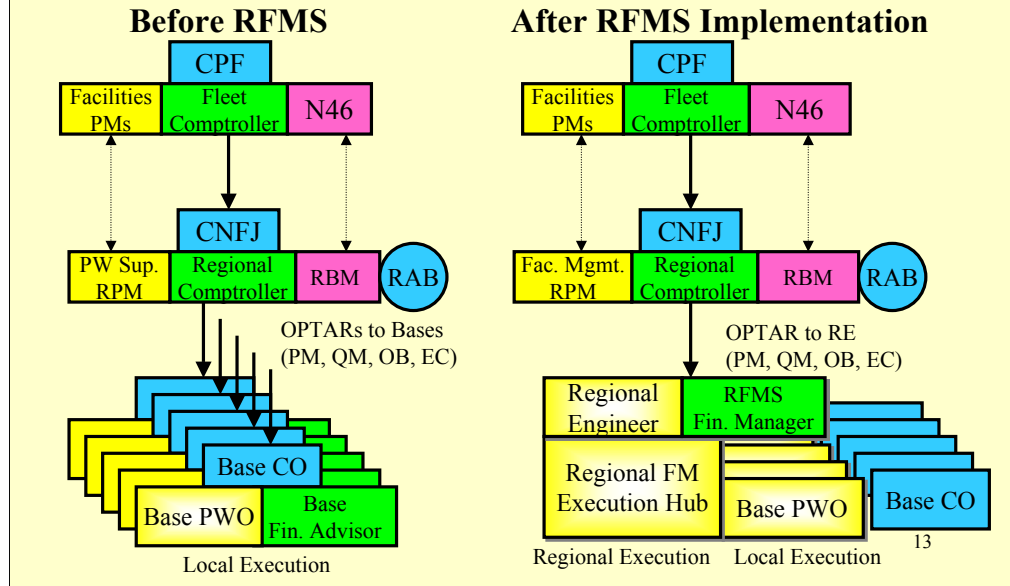
The Regional Public Works Support Program would be renamed to Regional Facility Management Program. The Regional Engineer remains the Regional Program Manager (RPM).

The sub-programs under the Regional Facility Management Program would be renamed using the business line titles, as shown above.

RFMS Business Line Managers become Regional Program Action Officers (RPAOs) in the CNFJ Region BOS management structure.

Duties of the RPM and RPAOs will be performed as outlined in the Desk Guide for CNFJ Region BOS Operations.

CNFJ Region FM Resources Flow (Funding, Host Nations Support, Positions)



Implementation of RFMS changes resource flow and resource management.

Under RFMS, facility management funds from CNFJ Region flow into the RFMS Operational Target (OPTAR) account directly from the Regional Comptroller.

RFMS manages all types of resources used to deliver facility management services, including all types of in-house personnel (military, U.S. civilian, and Japanese civilian positions) and host nation support (Facility Improvement Program and Utility Cost Sharing).

RFMS manages four CPF/CNFJ “special interest item (SII) type funds, including Property Maintenance (PM), Quarters Maintenance (QM), Environmental Compliance (EC), and a portion of Other Base Operating Support (OBOS).

All RFMS resource management issues that impact the CNFJ Region are closely coordinated with the CNFJ Regional Business Manager and Regional Comptroller.

Internal System Support

Shared PWC Capability

- RFMS Financial Management
 - OPTAR Management, Coordination with Reg. Comptroller
 - Mr. Phil Witherspoon
- RFMS Information Systems Support
 - Facility Related Management Info. Systems Support
 - Ms. Andrea Freeman
- RFMS Business Analysis
 - Business Case Analysis and Metrics Management
 - Mr. Ken Hashimoto
- RFMS Administration Support
 - Admin, Training, and Personnel Actions
 - Mr. Mike Shank



RE Roles and Responsibilities

4. Lead NWCF Operations

- Lead Large, In-house, Multi-discipline Work Force
- Manage Work Quality and Service Effectiveness
- Develop Fully-costed Commodity Rates
 - Coordinated with Regional BOS Management Team
- Plan and Program Capital Investments
- Manage Annual and Accumulated Financial Results
- Coordinate with NWCF Budget Sponsor Office
- Participate in NWCF Corporate Business Initiatives
- Transform PWC Yokosuka to PWC Japan Region



RE Roles and Responsibilities

5. Lead Fac. Contracting Ops

- Full Line of NAVFAC Contracting Capability
 - Architect and Engineering Services
 - Construction Contracting
 - Service Contracting
- Acquisition Planning to Engage Best Tools
 - Performance Based Specifications
 - Best Value Procurements
 - Design-Build Procurements
 - Regional Indefinite Quantity Contracts
- Emergency Contracting Authority
- Technical Expertise through Procurement Professionals

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RFMS has a full complement of NAVFAC contracting authority through Officer in Charge of Construction (OICC) Far East, supported by PACDIV NAVFAC.

Each execution platform (Hub, Base Teams) has a contracting component.

The Base PWO is double-hatted as local OICC.

ROICC is integrated with Base Team following the NAVFAC ROICC Office Model.



RE Roles and Responsibilities

6. Regional Planner

- Strategic Regional Base Development Vision
 - Maintain Constancy of Purpose
- Integration of Construction Priorities
- Integration of SRM Priorities
- Maintenance of Facility and Real Estate Information and Databases
- Capitalization of Regional Planning Tools
 - Geographic Information System (GIS)



RE Roles and Responsibilities

7. Link to CPF N46 Staff

- N464 (Facilities) and N465 (Environmental)
- Region IPL for Navy Military Construction
- Region IPL for CPF Special Projects
- Region Requirements for PM, QM, EC, and OB
(Facilities Management Portion) Resources
- Participate in CPF FM Policy Development
- Respond to IMC Data Calls
- Participate in IMC Initiatives and Studies



RE Roles and Responsibilities

8. Link to USFJ J4 Staff

- Extended Staff of Country Team Related to Base Facilities Issues
- Participant in Joint Committee Process
 - Facilities Subcommittee (FSC) Member
- Facilities Component of Host Nation Support
 - Facilities Improvement Program (Construction)
 - Utilities Cost Sharing (Commodity Subsidy)
 - Furnished Facilities (Real Estate and Improvements)
 - Labor Support through Master Labor Contract (Approximately 1700 FM Related Positions)



RE Roles and Responsibilities

9. CEC / SEABEE Comm. Mgmt.

- Billet Management (Manpower)
 - Optimum Distribution of Billets and Paygrades
- Link to CEC and SEABEE Detailers (Manning)
 - Coordination in Filling Key Positions
- Professional Development and Mentoring
- Internal Coverage of Significant Detailing Gaps

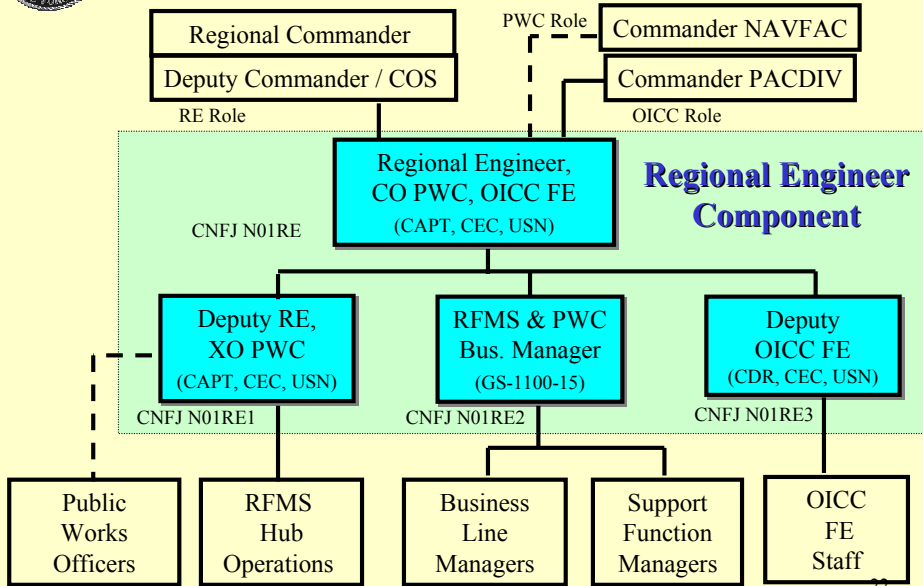
Officer Billet Changes

CO PWC / OICC	➡	RE / CO PWC / OICC
CNFJ N4 (working for N01)	➡	Deputy RE / XO PWC (working for RE/CO)
CNFJ N40	➡	Moves to CNFJ N01RE Staff
PWC XO (CDR Billet)	➡	CFAY PWO
6 PWOs PRIDU to Base CO Only	➡	6 PWOs PRIDU to Base CO and ADDU to RE

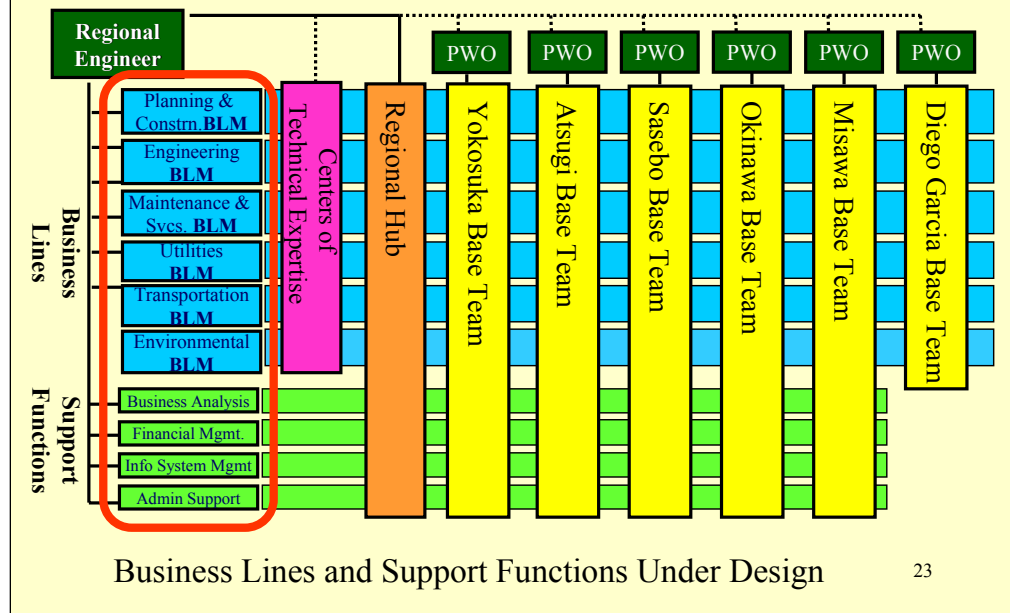
No Billets Change Claimancy



RE Component Staffing Plan



Extended Staff of RE Component



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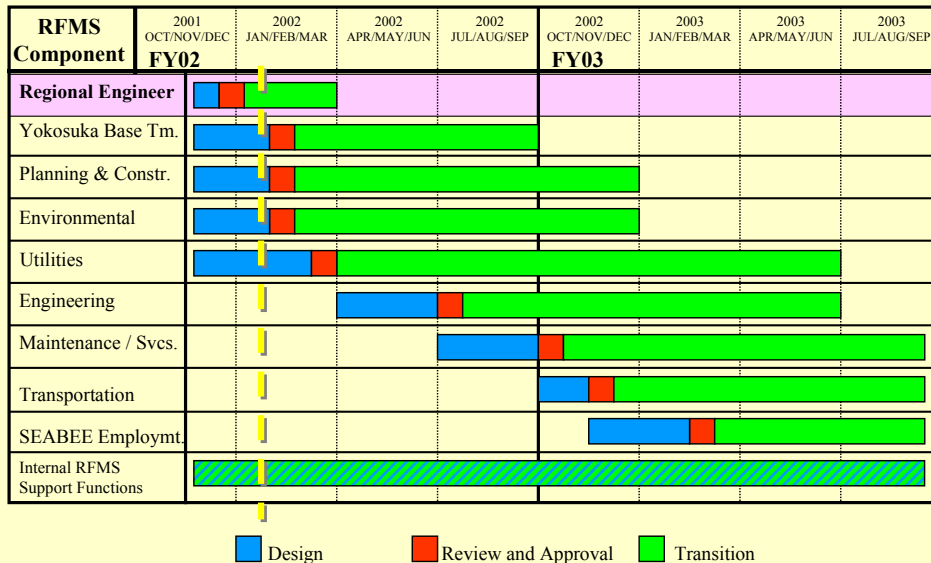
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RFMS Implementation POAM



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The chart above shows the plan of action and milestones (POAM) for implementing the RFMS.

Each of the RFMS components will be further designed and implemented over time, beginning now. The goal is to have RFMS fully implemented by not later than the end of FY03 (SEP 03).

Each RFMS component will be designed by a chartered Implementation Team led by a senior RFMS officer or manager.

Each Implementation Team will develop a detailed concept of operations, a most efficient organization (MEO), and a transition plan.

The Regional Advisory Board (RAB) will review and approve the component design, MEO, and transition plan of each Implementation Team, as shown in the POAM above.

Once the Implementation Team's work is approved by the RAB, the team will initiate and track execution of the transition plan.

We will consolidate approved component designs in the RFMS Operations Manual, which will become an annex of the "Desk Guide for CNFJ Region BOS Operations."

RE Component Transition POAM

Action	Completed By
1. Designate Business Line Managers	Done
2. Communicate Change to Key External Stakeholders	Working
3. Hold RFMS Strategic Planning Session	Today
4. Establish PWO ADDU Relationship to RE	Requested
5. Transfer Community Support Program to New RPM	FEB 02
6. Draft RE Section of "RFMS Ops Manual"	FEB 02
7. Co-locate Regional Engineer Staff	MAR 02
8. Enable RPM Resource Management Authority	MAR 02
9. Provide Update for "Desk Guide"	MAR 02
10. Begin Phase Two: NSF Diego Garcia	SEP 02

Targeting Success!

Definition

- **Significantly Improve Program Effectiveness**
 - Metrics Based Assessment
- No Growth in Program Resource Investment
 - Reinvest Gained Efficiencies to Build Effectiveness
- Complete Transition to RFMS by SEP 2003
 - Proactive Transition Management
- Institutionalize Management Processes
 - RFMS Operations Manual

Keys

- **Regional Team Effort**
- **Quality Deliverables from Implementation Teams**
- Proactive Transition Support:
 - **Base Commanding Officers**
 - Regional Business Manager
 - Regional HR/FL Director
 - Regional Comptroller
 - Regional IT Officer
- **Effective, Multi-directional Communication**
- **Keep Focus on the Vision**

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